



TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Compensation, Benefits, and Job Analysis Specialists

INPUT SECTION:

Transfer	Title	O* NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Compensation, Benefits, and Job Analysis Specialists	13-1072.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

93

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	93	Level	95	Level	93

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Deductive Reasoning	62	15	68	Active Listening	70	1	77	Personnel and Human Resources	73	20	90
Category Flexibility	55	13	62	Writing	63	1	72	English Language	59	1	76
Inductive Reasoning	57	11	68								
Problem Sensitivity	55	8	75								
Speech Clarity	59	7	75								
Speech Recognition	55	4	68								
Information Ordering	55	4	65								
Written Comprehension	62	3	75								
Selective Attention	39	4	53								
Near Vision	62	3	65								
Originality	48	3	53								

LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation, Benefits, and Job Analysis Specialists. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Compensation, Benefits, and Job Analysis Specialists.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50



Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Oral Comprehension	60	60	78
Oral Expression	64	60	78
Written Comprehension	59	62	75
Problem Sensitivity	47	55	75
Speech Clarity	52	59	75
Deductive Reasoning	47	62	68
Inductive Reasoning	46	57	68
Speech Recognition	51	55	68
Written Expression	61	60	65
Information Ordering	51	55	65
Near Vision	59	62	65
Category Flexibility	42	55	62
Originality	45	48	53
Selective Attention	35	39	53
Mathematical Reasoning	51	48	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Reading Comprehension	67	66	85
Active Listening	69	70	77
Critical Thinking	68	67	73
Writing	62	63	72
Judgment and Decision Making	65	64	71
Speaking	68	63	70
Service Orientation	62	62	70
Time Management	63	60	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Personnel and Human Resources	53	73	90



English Language

58

59

76

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists
10+ years	14%	0%	Doctoral	0%	0%
8-10 years	1%	0%	Professional Degree	2%	0%
6-8 years	14%	0%	Post-Masters Cert	1%	0%
4-6 years	12%	13%	Master's Degree	9%	2%
2-4 years	21%	28%	Post-Bachelor Cert	0%	0%
1-2 years	17%	52%	Bachelors	26%	59%
6-12 months	12%	0%	AA or Equiv	11%	24%
3-6 months	1%	0%	Some College	15%	13%
1-3 months	1%	0%	Post-Secondary Certificate	4%	0%
0-1 month	0%	0%	High School Diploma or GED	27%	0%
None	2%	3%	No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers

Compensation, Benefits, and Job Analysis Specialists

Most Common Educational/Training Requirement:

Work experience in a related occupation

Bachelor's degree

Job Zone Comparison**3 - Job Zone Three: Medium Preparation Needed**

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

4 - Job Zone Four: Considerable Preparation Needed

A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

Most of these occupations require a four - year bachelor's degree, but some do not.

Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Tasks

First-Line Supervisors/Managers of Office and Administrative Support Workers

Compensation, Benefits, and Job Analysis Specialists

Core Tasks

Core Tasks



Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

Specific Tasks

Occupation Specific Tasks:

- Administer employee insurance, pension and savings plans, working with insurance brokers and plan carriers.
- Advise managers and employees on state and federal employment regulations, collective agreements, benefit and compensation policies, personnel procedures and classification programs.
- Advise staff of individuals' qualifications.
- Analyze organizational, occupational, and industrial data to facilitate organizational functions and provide technical information to business, industry, and government.
- Assess need for and develop job analysis instruments and materials.
- Assist in preparing and maintaining personnel records and handbooks.
- Consult with or serve as a technical liaison between business, industry, government, and union officials.
- Develop, implement, administer and evaluate personnel and labor relations programs, including performance appraisal, affirmative action and employment equity programs.
- Ensure company compliance with federal and state laws, including reporting requirements.
- Evaluate job positions, determining classification, exempt or non-exempt status, and salary.
- Negotiate collective agreements on behalf of employers or workers, and mediate labor disputes and grievances.
- Observe, interview, and survey



- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

- Observe, interview, and survey employees and conduct focus group meetings to collect job, organizational, and occupational information.
- Perform multifactor data and cost analyses that may be used in areas such as support of collective bargaining agreements.
- Plan and develop curricula and materials for training programs and conduct training.
- Plan, develop, evaluate, improve, and communicate methods and techniques for selecting, promoting, compensating, evaluating, and training workers.
- Prepare occupational classifications, job descriptions and salary scales.
- Prepare reports, such as organization and flow charts, and career path reports, to summarize job analysis and evaluation and compensation analysis information.
- Prepare research results for publication in form of journals, books, manuals, and film.
- Provide advice on the resolution of classification and salary complaints.
- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.
- Research job and worker requirements, structural and functional relationships among jobs and occupations, and occupational trends.
- Review occupational data on Alien Employment Certification Applications to determine the appropriate occupational title and code, and provide local offices with information about immigration and occupations.
- Speak at conferences and events to promote apprenticeships and related training programs.
- Work with the Department of Labor and promote its use with employers.

Detailed Tasks

Detailed Work Activities:

- advise department managers in personnel matters
- advise governmental or industrial personnel
- advise management or labor union officials on labor relation issues
- analyze data to identify personnel problems
- analyze scientific research data or investigative findings
- arbitrate personnel disputes



Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance

- categorize occupational, educational, or employment information
- communicate technical information
- conduct research on work-related topics
- conduct training for personnel
- develop course or training objectives
- develop job evaluation programs
- ensure compliance with government regulations
- ensure correct grammar, punctuation, or spelling
- evaluate personnel benefits policies
- evaluate qualifications or eligibility of applicant for employment
- explain rules, policies or regulations
- fill out business or government forms
- identify problems or improvements
- implement employee compensation plans
- improve methods for worker selection or promotion
- maintain administrative services procedures manual
- maintain job descriptions
- make presentations
- negotiate labor agreements
- obtain information from individuals
- prepare or maintain employee records
- prepare recommendations based upon research
- prepare report of findings or recommendations
- prepare reports
- prepare technical reports identifying results of research
- resolve personnel problems or grievances
- resolve worker or management conflicts
- understand government labor or employment regulations
- use cost benefit analysis techniques
- use government regulations
- use interpersonal communication techniques
- use interviewing procedures
- use knowledge of employee classification system
- use public speaking techniques
- write administrative procedures services manual
- write employee orientation or training materials



- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Difference
Median Wage	\$ 38,420	\$ 43,900	\$ 5,480
10th Percentile Wage	\$ 26,110	\$ 29,740	\$ 3,630
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 47,860	\$ 55,780	\$ 7,920
90th Percentile Wage	\$ 59,480	\$ 68,800	\$ 9,320
Mean Wage	\$ 41,030	\$ 46,470	\$ 5,440
Total Employment - 2007	7,710	770	-6,940
Employment Base - 2006	7,720	805	-6,915



Projected Employment - 2016	7,979	866	-7,113
Projected Job Growth - 2006-2016	3.4 %	7.6 %	4.2 %
Projected Annual Openings - 2006-2016	185	23	-162

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers

Trend for
Compensation,
Benefits, and
Job Analysis
SpecialistsData from [Indeed](http://www.indeed.com)

Recommended Programs

Human Resources Management

Human Resources Management/Personnel Administration, General. A program that generally prepares individuals to manage the development of human capital in organizations, and to provide related services to individuals and groups. Includes instruction in personnel and organization policy, human resource dynamics and flows, labor relations, sex roles, civil rights, human resources law and regulations, motivation and compensation systems, work systems, career management, employee testing and assessment, recruitment and selection, managing employee and job training programs, and the management of human resources programs and operations.

Institution	Address	City	URL
Thomas College	180 W River Rd	Waterville	www.thomas.edu

Labor/Personnel Relations and Studies

Labor and Industrial Relations. A program that focuses on employee-management interactions and the management of issues and disputes regarding working conditions and worker benefit packages, and that may prepare individuals to function as labor or personnel relations specialists. Includes instruction in labor history, policies and strategies of the labor movement, union organization, labor-management negotiation, labor law and contract interpretation, labor economics, welfare and benefit packages, grievance procedures, and labor policy studies.



No schools available for the program

Organizational Behavior Studies

Organizational Behavior Studies. A program that focuses on the scientific study of the behavior and motivations of individuals functioning in organized groups, and its application to business and industrial settings. Includes instruction in organization theory, industrial and organizational psychology, social psychology, sociology of organizations, reinforcement and incentive theory, employee relations strategies, organizational power and influence, organization stratification and hierarchy, leadership styles, and applications of operations research and other methodologies to organizational analysis.

Institution	Address	City	URL
University of New England	11 Hills Beach Rd	Biddeford	WWW.UNE.EDU

Human Resources Management, Other

Human Resources Management and Services, Other. Any instructional program in human resources management not listed above.

No schools available for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	\$38,420.00	\$0.00	3%	185
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	\$67,670.00	\$29,250.00	7%	58
11-9081.00	Lodging Managers	93	3	520	\$43,350.00	\$4,930.00	17%	62
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	\$43,900.00	\$5,480.00	8%	23
11-3041.00	Compensation and Benefits Managers	93	3	200	\$68,560.00	\$30,140.00	2%	5
13-1071.02	Personnel Recruiters	93	4	610	\$41,200.00	\$2,780.00	10%	19
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	\$55,220.00	\$16,800.00	-1%	19
13-2053.00	Insurance Underwriters	92	3	460	\$56,090.00	\$17,670.00	-1%	12
41-3031.01	Sales Agents, Securities and Commodities	92	4	0	\$65,230.00	\$26,810.00	5%	33
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	\$38,830.00	\$410.00	6%	76
11-3011.00	Administrative Services Managers	92	4	1,090	\$56,630.00	\$18,210.00	5%	34



11-3042.00	Training and Development Managers	92	4	140	\$66,670.00	\$28,250.00	7%	4
13-1071.01	Employment Interviewers	92	3	610	\$41,200.00	\$2,780.00	10%	19
41-3031.02	Sales Agents, Financial Services	92	4	0	\$65,230.00	\$26,810.00	5%	33
19-3021.00	Market Research Analysts	91	4	200	\$49,960.00	\$11,540.00	3%	2

Top Industries for Compensation, Benefits, and Job Analysis Specialists

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	10.86%	11,936	14,323	19.99%
Local government, excluding education and hospitals	939300	8.88%	9,758	11,410	16.93%
State government, excluding education and hospitals	929200	4.97%	5,467	5,584	2.14%
Management, scientific, and technical consulting services	541600	3.53%	3,885	7,218	85.82%
Depository credit intermediation	522100	2.98%	3,279	3,480	6.12%
General medical and surgical hospitals, public and private	622100	2.96%	3,255	3,751	15.23%
Colleges, universities, and professional schools, public and private	611300	2.52%	2,765	3,220	16.45%
Other insurance related activities	524290	2.11%	2,318	2,884	24.41%
Employment services	561300	1.98%	2,177	2,868	31.73%
Insurance and employee benefit funds	525100	1.88%	2,071	2,657	28.27%
Computer systems design and related services	541500	1.81%	1,986	2,791	40.53%
Self-employed workers, primary job	000601	1.70%	1,873	2,077	10.89%
Insurance agencies and brokerages	524210	1.48%	1,628	1,917	17.74%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.45%	1,590	1,963	23.45%
Labor unions and similar labor organizations	813930	1.40%	1,536	1,489	-3.03%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%



Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%